



Maricopa County, Arizona

Announces the recruitment:

Assistant County Manager for Criminal Justice



Recruitment Services by... **Ralph Andersen & Associates**



The Community

Located in the heart of Arizona, Maricopa County has a current population of 3,500,000. The County had 44.8% growth in the last decade and more than half (approximately 60%) of the state of Arizona's population resides in Maricopa County. The tremendous growth in population has made the County the 4th largest in the United States with an increasingly demographically diverse population (White-77.4%, Hispanic-24.8% and African American-3.7%).

Metropolitan Phoenix has a wealth of shopping, cultural and sporting events including a centrally located Convention Center. Chase Field, located downtown, is home to Major League Baseball's Arizona Diamondbacks. The community also supports the Phoenix Suns (NBA) and Phoenix Coyotes (NHL). The Arizona Cardinals (NFL) will begin their 2006 season in a state of the art facility in Maricopa County in the City of Glendale.

Single-family homes and residential neighborhoods reflect the character of the region with landscapes that mirror the arid desert climate. The Phoenix housing market remains affordable with an array of options that encompass the broad spectrum of incomes in the region.

The County

County government in Arizona is an arm of the state government. Its authority is provided by both the state constitution and the state legislature. Maricopa County funds over 14,300 positions to serve the public in areas of public health environmental regulation; transportation infrastructure construction and maintenance; flood control; law enforcement and courts; education; parks and recreation facilities; libraries; animal control; economic and community development; and elections. The County has a budget of approximately \$2.1 billion for Fiscal Year 2005-2006.

The Maricopa County Board of Supervisors is the governing body for the County. There are five members who make up the Board and each is elected to four-year terms without term limits. The County Manager is David R. Smith. The County has instituted a "Managing for Results" process that has been incorporated into all operating departments. As a result, managerial and employee accountability is linked through the use of Performance Management Plans and Performance Evaluations.

The Criminal Justice Office

The Office of the Assistant County Manager for Criminal Justice is a new organizational entity developed by the leadership of Maricopa County to enhance the Justice System through more efficient and effective service delivery. This mission of this office is multi-faceted - to provide an innovative, results-oriented approach to improve processes and outcomes by better coordinating criminal justice providers and the communities they serve.

As a result of Maricopa County's remarkable population growth, the courts have experienced an unprecedented increase in caseload involving substance addiction, domestic violence, mental illness and the issues associated with a large undocumented population. The solution, both currently and over the next decade will be to introduce innovative strategies and identify best practices to facilitate public and private partnerships. This approach will involve a cooperative effort of multiple agencies including probation, prosecutors, defense attorneys, law enforcement, community based organizations and treatment providers.

The Position

The successful candidate will join a dynamic and cohesive county management team as a member of senior management. Reporting directly to the County Manager, the Assistant County Manager for Criminal Justice will utilize outcome-based, problem solving skills to administer an integrated justice system. Primary focus of this position will be to enhance, expand and re-establish links between criminal justice service providers. The Assistant County Manager for Criminal Justice will take a proactive approach to service integration, establishing partnerships with county departments, elected offices, law enforcement, the courts, and community based organizations. The Assistant County Manager for Criminal Justice will advise the County Manager, the Board of Supervisors and coordinate with the Offices of the Deputy County Manager, Office of Management & Budget, Finance, Public Information Officer, Department Directors, Federal, State and local agencies, and other community based organizations. This Manager will be directly responsible for providing a regional approach to an integrated criminal justice system that addresses crime prevention and recidivism reduction strategies.

The Assistant County Manager will be recognized as a leader and partner within the Maricopa County's criminal justice system. This dynamic executive must be able to develop and incorporate a team-based, non adversarial approach - maintaining focus on the program mission while always ensuring the community's best interests are served.



The Assistant County Manager for Criminal Justice will collaborate with stakeholder groups and serve as a facilitator, working directly with law enforcement and County justice agencies.

Key responsibilities of the Manager include:

- Initiate and oversee strategic planning on a county-wide basis;
- Aggressively pursue grants and other funding sources to implement progressive alternatives to incarceration, expand and enhance community-based services that would help to reduce recidivism;
- Stay abreast and informed of important legislative and related issues impacting criminal justice services, providing advocacy and other input when needed;
- Determine organizational goals and oversee the implementation of various initiatives for the delivery of an integrated justice system;
- Administer the County's Regional Crime Prevention Initiative, Targeted Community Action Plans (TCAP), and facilitate planning with the Office of Juvenile Justice Delinquency Prevention;
- Serve as the County's spokesperson on integrated justice system issues with the Office of the Governor, County departments and community leaders;
- Monitor and supervise expenditures within resource allocations. Assess and re-evaluate agency plans, resources, operational practices and human capital to ensure County expenditures align with program objectives;
- Develop an operational budget and oversee use of grant funds;
- Perform analysis of complex agency data to produce quantitative reports demonstrating progress and program efficacy.

Opportunities and Challenges

Opportunities and Challenges facing the Manager include:

Opportunities

- With the goal of becoming a national model, the Maricopa County Board of Supervisors and County Management Team are dedicated to an aggressive approach to crime prevention and rehabilitation;
- Multiple County and community agencies will collaborate in the effort to improve the continuum of service within the criminal justice system;
- Re-engineer and streamline front end felony processing, e.g., cite and release programs, diversion programs, settlement conferences, and early disposition of cases;
- Expand problem solving (therapeutic) courts, building on the demonstrated success of the DUI Courts, Drug Courts, Mental Health Courts, Domestic Violence Courts, etc;
- Expand the use of video technologies for court hearings, interviews and exams;
- Restructure the fees for jail bookings and extended stays to create financial incentives for early case resolution and alternatives to incarceration;
- Expand the availability of treatment beds for in-custody defendants pending placement.

Challenges

- Inherent in the nature of the justice system is the potential to politicize justice issues which may impede true interagency cooperation;
- Ongoing, demographically diverse population growth has created an unprecedented rise in caseload/workload;
- Growing disparity between the allocation of resources for law enforcement and the court system exacerbates efforts to comply with established legal guidelines governing prison overcrowding and conditions for pretrial detainees (amended judgment of *Hart v. Hill*);
- Lack of real time management data and the inability to run "what if" simulation models impact system-wide planning;
- Aging court and justice facilities and long timetables for major capital developments exist;
- Market factors and other issues have caused problems in the recruitment and retention of a quality workforce.



Professional Experience and Management Style

The ideal candidate for the position of Assistant County Manager for Criminal Justice must embrace a progressive approach to coordinating an integrated criminal justice system and have outstanding leadership qualities with excellent interpersonal and communication skills. The new Manager will be a highly motivated, self-starting individual with superior relationship building skills. The top candidate will be a highly respected visionary in the criminal justice world, embracing both established practices as well as the latest ideas for improving the criminal justice system. The Manager must be capable of dealing with a number of competing projects, priorities, while maintaining a focus on inter-governmental relations and public perception.

The Manager must have the ability to establish and maintain collaborative and effective working relationships with a variety of groups and individuals including prosecutors, defense attorneys, law enforcement, the media, community based organizations, and other governmental entities.

In addition, candidates must have an understanding and knowledge of:

- Recent literature, quantitative analysis and trends, including knowledge of the advantages and disadvantages of multiple criminal justice integration models;
- Underlying factors that contribute to criminal behavior, substance abuse, dependency and mental health issues; and
- The juvenile and adult justice systems.

Education and Experience

Maricopa County is looking for a seasoned professional with broad experience in criminal justice supported by the appropriate education and professional experience as follows:

Education - This position requires a Masters Degree in Public Administration, Criminal Justice, Law Degree, MBA, or other related post-graduate training.

Experience - At least seven (7) years in an executive or senior level position in public or private sector administration, criminal justice, public safety or project management.

This high-level administrative position requires demonstrated knowledge of the principles and practices of public administration, project management, executive leadership, communication, and organizational skills. A thorough knowledge of crime prevention and the criminal justice system is required.

The Compensation

The Assistant County Manager for Criminal Justice is appointed by the County Manager. The salary for this position is up to \$150,000 annually with a comprehensive benefits package including an excellent retirement plan. Compensation will be based on the selected candidate's experience and salary history.

To Be Considered

Interested candidates can apply on line at www.ralphandersen.com using the Resume Submittal™ feature. Resumes may also be submitted via mail, e-mail or fax as follows:

Ralph Andersen & Associates
5800 Stanford Ranch Road, Suite 410
Rocklin, California 95765
Fax: (916) 630-4911
E-mail: apply@ralphandersen.com

Candidates are encouraged to apply early in the process for optimal consideration. Resume review will begin immediately. Candidates are encouraged to submit resume, cover letter and references prior to March 31, 2006. This position is open until filled.

References will not be contacted until mutual interest has been established. Candidates may be asked to complete a series of written responses for further evaluation. Ideally, the selected candidate will join Maricopa County in July 2006 (or sooner).

If you have questions or would like to discuss the opportunity further, please call Mr. Robert Burg or Ms. Heather Renschler of Ralph Andersen & Associates at (916) 630-4900. Confidential inquiries welcomed.

Maricopa County is an equal opportunity employer.

